



# KI TE TAHATŪ O TE RANGI

STRATEGIC PLAN  
2021 - 2025

*Waka Ama - for all - for life!*



# HE KARAKIA ARATAKI

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|  |   |
|--|---|
| <b>Rukutia</b>                             | Bind  |
| <b>Rukutia te waka e haere nei</b>         | Bind the vessel that traverses the ocean            |
| <b>Rukutia te kei matapupuni</b>           | Bind the stern lashings                             |
| <b>Rukutia te ihu matapupuni o Taane</b>   | Bind the bow lashings of this vessel                |
| <b>Rukutia te koowhao tapu nui o Taane</b> | Bind the sacred lashing perforations of this vessel |
| <b>Rukutia te mata tapu nui o Taane</b>    | Bind the sacred surface of this vessel              |
| <b>Rukutia te rauawa tapu nui o Taane</b>  | Bind the sacred top strakes of this vessel          |
| <b>O te waka e haere nei</b>               | Of this vessel as it travels                        |
| <b>Tuumatakokiritia</b>                    | Yonder is the meteor                                |
| <b>Rei kura, rei ora</b>                   | The revered plume, the life-giving plume            |
| <b>Rei ora te maahaki ee</b>               | The pure plume of tranquility                       |
| <b>Ka turuturua, ka poupoua</b>            | It is established, it is secured                    |
| <b>Ki tawhito o te rangi</b>               | On the distant, ancient horizon                     |
| <b>E manawa mai ao ee</b>                  | Greeted by the clouds and the heavens               |
| <b>Hoatu waka ki uta</b>                   | Guiding the vessel to the shore                     |
| <b>Haumi ee</b>                            | Bound as one  |
| <b>Hui ee</b>                              | Gathered as one                                     |
| <b>Taai ki ee</b>                          | Onward in unity                                     |

# KUPU WHAKATAKI

## Foreword

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*The karakia that leads this document is one that was used by our tupuna to maintain the seaworthiness of their waka during extensive and arduous journeys. It calls on the waka to be strong and durable and to deliver the people safely to their destination.*

*For over 30 years Nga Kaihoe o Aotearoa - Waka Ama New Zealand, has been our waka that has navigated many oceans. As we all know, oceans at times can be peaceful, and at other times, stormy and challenging. Challenges often bring out the best in the people who face up to them and can provide new answers and new ways of doing things.*

*Waka Ama New Zealand has grown from humble beginnings. From a collection of three or four small clubs to a membership of thousands of paddlers and even more supporters and friends. Our paddlers are recognized as some of the best in the world. Our international reputation is based not only upon the excellence of our paddlers but also upon the caliber of our administration and the capabilities of our administrators.*

*Waka Ama New Zealand understands that to move our kaupapa to even greater things, planning and succession are important. There are many more challenges to navigate. This document identifies what the future challenges may look like and what course we will navigate to be successful.*

*We understand and acknowledge the work of all the people from the past who have worked selflessly to build our kaupapa to where it is today. The time, effort, and energy they gave must never be forgotten.*

*It seems appropriate that the first steps to navigating a new pathway were discussed on the sailing platform of a voyaging canoe. Undoubtedly the metaphor of the voyage we face into the future was not lost on the Waka Ama New Zealand board members who were gathered there. They have worked on plotting a course for our waka and for our people that will face whatever the future puts before us.*

*Thank you to those people who have worked diligently to create a document for our future.*

*Thank you to all of you, the paddlers and supporters of our waka. You are the life and breath of our kaupapa.*

**Hiikina te hoe** Lift your paddle

**Kawea te hoe** Bear your paddle

**Ahakoia he iti taku iti** Although we may seem small and insignificant

**He kaakano ahau,** We are a product of the seed

**I ruia mai i Rangiaatea** That was sown in the ancestral homeland of Rangiaatea

**Hoturoa Barclay-Kerr**



# KI TE TAHATŪ O TE RANGI

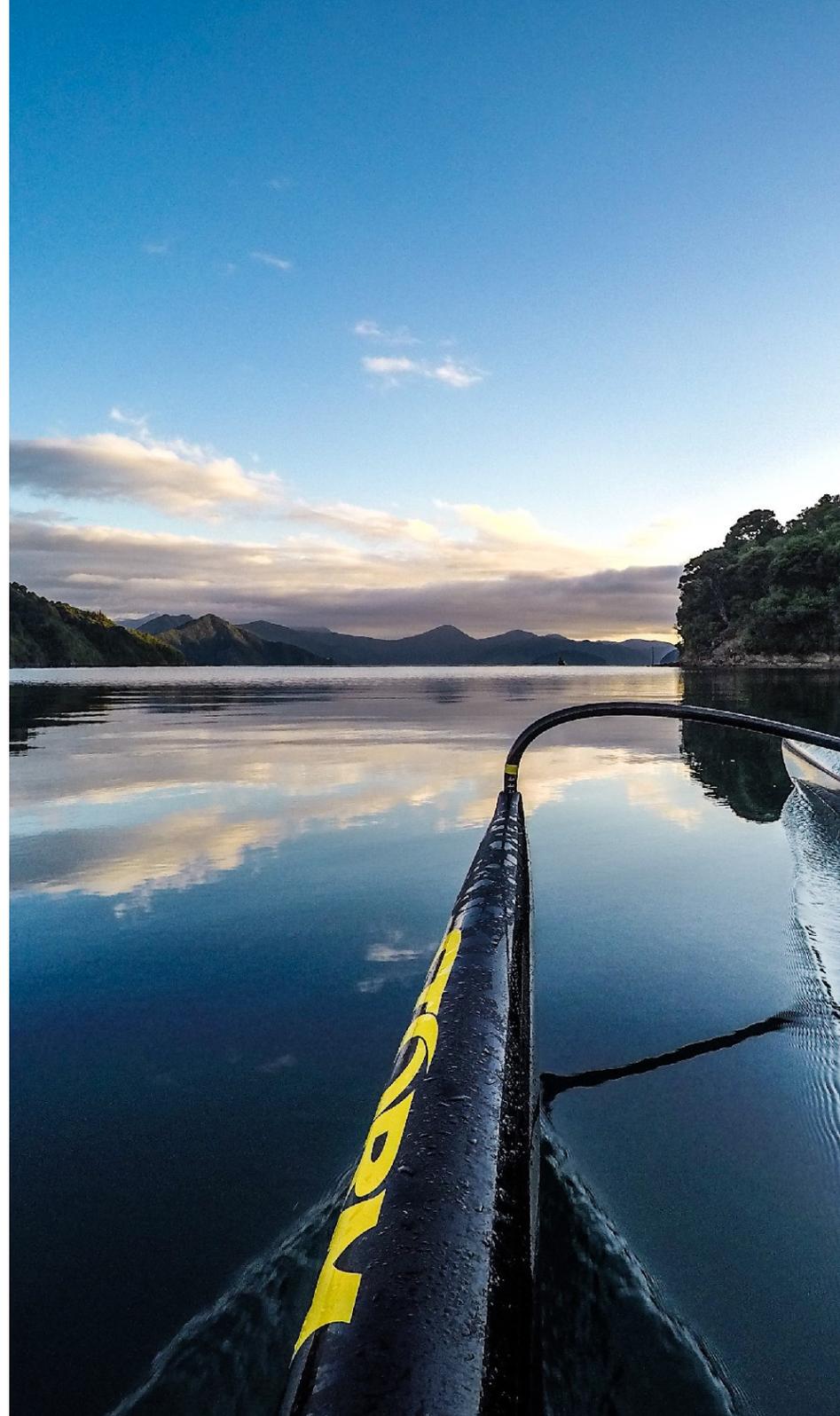
## Introduction

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The first written record of Waka Ama in Aotearoa was in 1770 and Māori oral tradition of these waka stretches back to the time waka first reached these shores. Ki Te Tahatū o te Rangi means 'towards the horizon'. Waka Ama New Zealand (Waka Ama NZ) has been on a journey that stretches back over 30 years and looks forward into the horizon. Ki te Tahatū o te Rangi has significant meaning to Waka Ama NZ, this whakataukī is present in the Waka Ama NZ Haka "Mātahi Te Hoe" that was composed in 2016 by Mark Waitai - there is a copy of the haka at the end of this plan.

This strategic plan honours the cultures and heritage that make our sport unique and outlines what we will do to ensure it continues to thrive in the coming years. Its purpose is to function in the same way that the stars guided our tūpuna - to help us navigate as an organisation towards our vision. Like a celestial map, it tells us where we are now - Te Pae Tata, where we have come from - Te Pūtake and where we are going - Te Tahatū o Te Rangi. It reaffirms what is important to us on our journey - Ngā Uara; and why we do what we do as an organisation - Te Whāinga. It also identifies the mahi we need to turn our attention to as we continue our journey - Ihu ki te Kei, Ki te Hoe!

There is much to celebrate in the history and renaissance of waka ama in Aotearoa. We also have more to do. This plan is about rising to the challenges ahead and building a legacy for the generations to come - Hīkina te hoe! Kawea te hoe! Kia rite!



# KO TE PŪTAKE

## OUR BEGINNINGS

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Waka Ama has always been part of the culture and life of the people of the Pacific. In Aotearoa Māori are able to trace their origins to tūpuna who migrated here on waka hourua. Over the years the dependence on the use of waka in everyday life declined and, although waka continued to be used in ceremonial and official functions, interest in waka for leisure purposes dwindled.

In 1981 Matahi Whakataka-Brightwell observed Waka Ama racing in Tahiti, became inspired, and the seed was sown for a revival of Waka Ama in Aotearoa. Matahi founded the Mareikura Canoe Club in Te Tairāwhiti in July 1985. In January 1986, Okahu Bay Canoe Club was formed in Tāmaki Makaurau, followed by Ngā Hoe Horo o Pawarenga and Mitamitaga o le Pasefika Va'a-alo in Ngunguru in May 1987. From these humble beginnings the national body; Ngā Kaihoe o Aotearoa – Waka Ama NZ, established in 1987, has grown into an organisation with six regions and over 85 clubs, spreading from Te Hiku o te Ika ki Rakiura.

**In 1985, Matahi Brightwell with Captain Francis Cowan and crew Greig 'Ace' Cuthers, Alex Roper and Rodolph Parau, sailed the Hawaiki Nui from Tahiti to New Zealand, pictured here landing at Okahu Bay.**

**The W6 in the background is one of two gifted to Matahi Brightwell by Edouard Maamatua (then President of the Tahitian Va'a Federation). Both waka were transported to Auckland and were paddled in the Waitematā to welcome the Hawaikinui from Tahiti. Matahi donated one to Alex Hawke (Ngāti Whātua Ōrākei ) for the Okahu Bay Canoe Club and took the other to Gisborne where it still resides to this day.**



# KO TE PAE TATA

## Where we are now

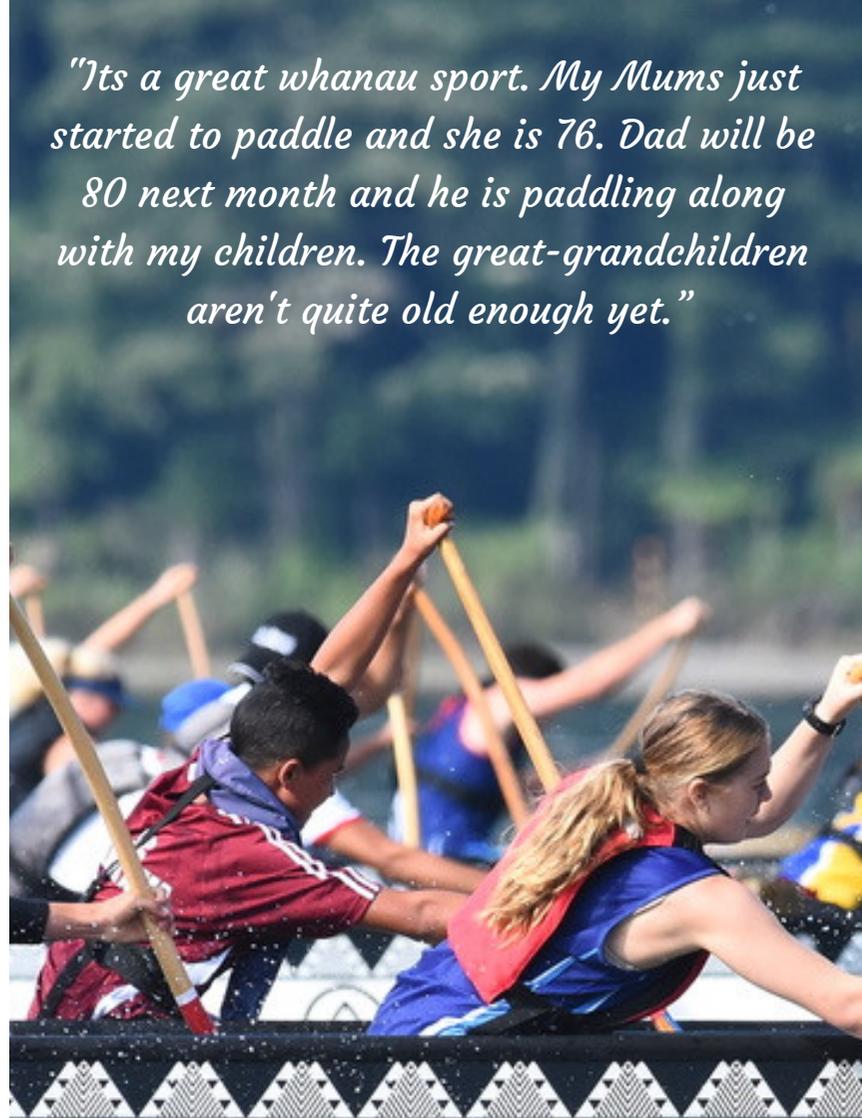
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Over the last 10 years, since the establishment of our first Strategic Plan:

- Waka Ama NZ has more than doubled in membership;
- Our National Championships attract 1000's of competitors and spectators;
- Waka Ama is the fastest growing team water sport in the country and our calendar features over 80 events annually;
- Waka Ama NZ's technology systems and event management are respected nationally and internationally;
- We have a national office with paid professionals;
- We have developed a coaching framework and development plan;
- We have attracted corporate sponsorship, and increased government recognition;
- We have documented our history and the culture of Waka Ama;
- We have won multiple world championships across all categories.

Waka Ama is inclusive, attracting high levels of Māori and Pasifika participation along with paddlers from many diverse ethnic backgrounds, all ages and abilities. We offer a unique whānau environment enabling mātua, kuia, koroua, rangatahi and tamariki to all paddle at the same events.

*"It's a great whanau sport. My Mums just started to paddle and she is 76. Dad will be 80 next month and he is paddling along with my children. The great-grandchildren aren't quite old enough yet."*



# KO TE PAE TAWHITI

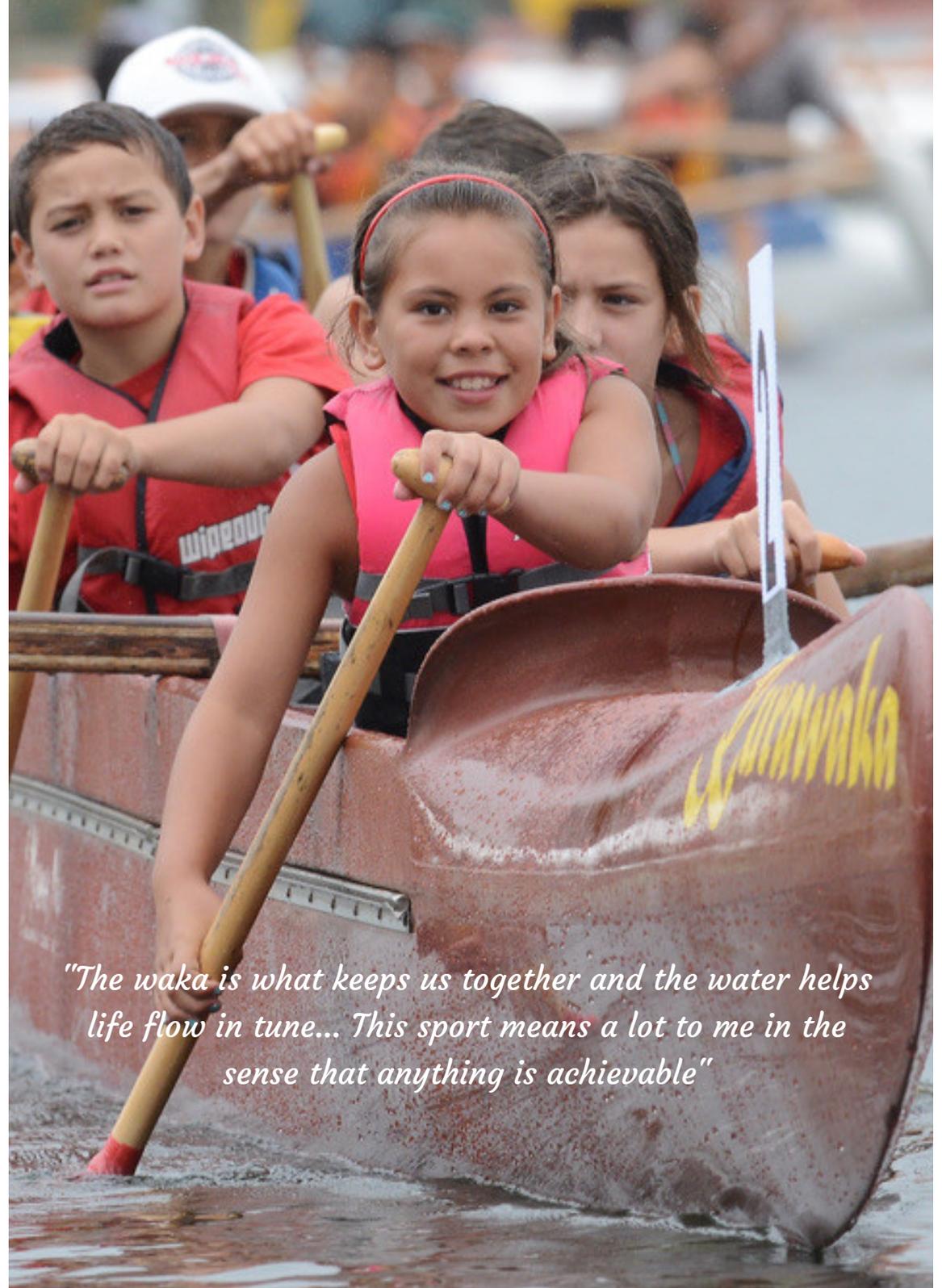
## On the Horizon

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Whilst we have accomplished a great deal over a short time, there is still much to do to ensure Waka Ama is strong and can continue to provide opportunities for future generations. Some of the opportunities on our horizon include:

- improving our infrastructure, capacity and capability;
- improving accessibility at all levels;
- establishing sustainable income streams;
- managing further growth in participation;
- increasing the profile of Waka Ama;
- creating more participation opportunities for tamariki and rangatahi;
- harnessing the wellbeing benefits of Waka Ama;
- ensuring quality experiences for all.

As we steer our waka towards these opportunities, we must do so through an ever-changing environment.



*"The waka is what keeps us together and the water helps life flow in tune... This sport means a lot to me in the sense that anything is achievable"*

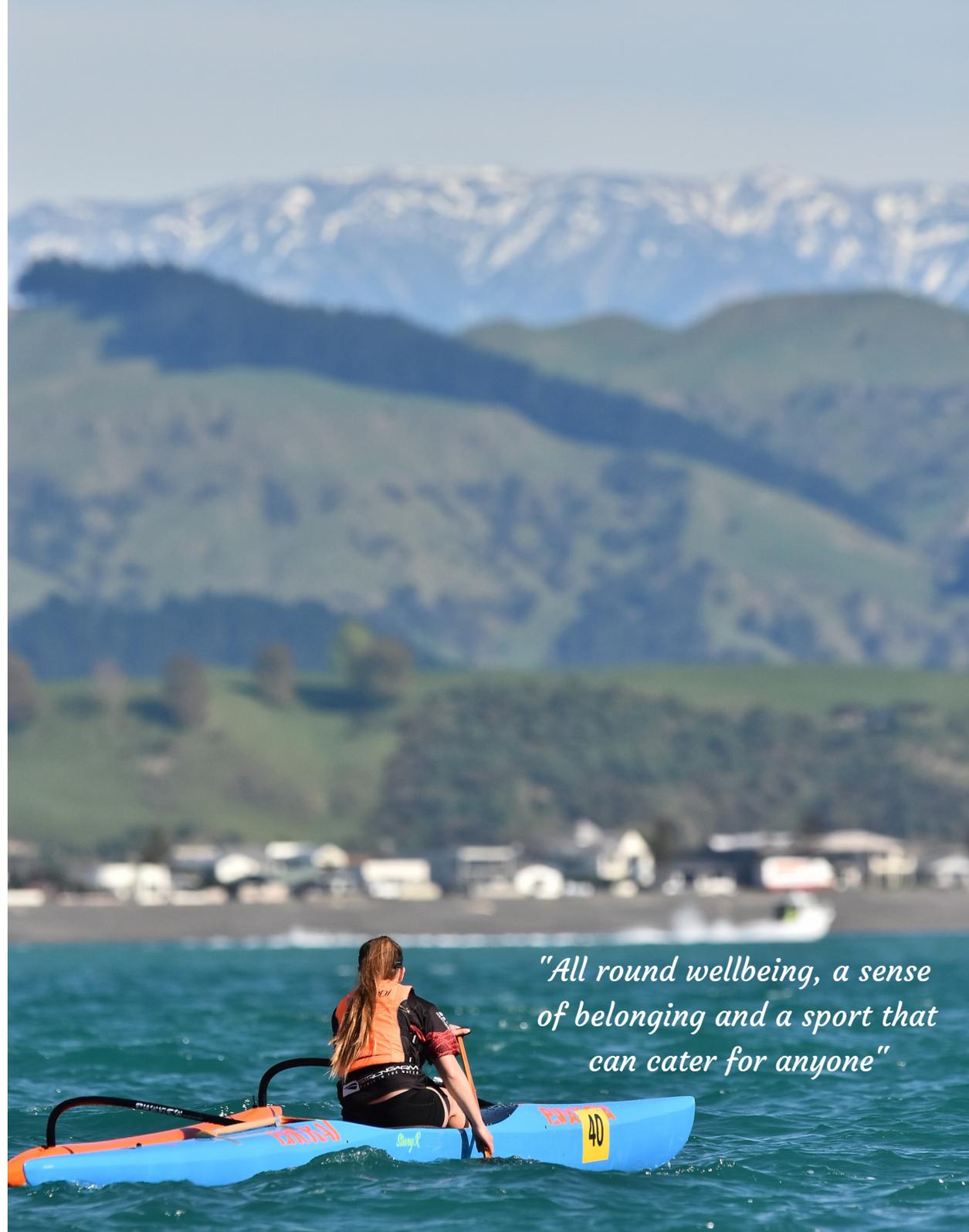
# KI TE TAHATŪ O TE RANGI

## Our Vision

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### *Waka Ama - for all - for life!*

Waka Ama is a way of life. It is a source of national pride and identity. We are an island nation with a proud waka heritage that is embraced by all. Whānau of all ages and walks of life engage for the pure joy of whanaungatanga; our affinity to te taiao; the exhilaration of competing against the best in the world; and connecting with atua and tūpuna.



*"All round wellbeing, a sense of belonging and a sport that can cater for anyone"*

# TE WHĀINGA

## Our Mission

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*Hikina te hoe!*

*Kawea te hoe!*

*Kia rite!*

**It is our mission to raise the profile of Waka Ama in Aotearoa as a national sport, to strengthen Waka Ama and to get more people in the waka.**

### **Celebrate Waka Ama**

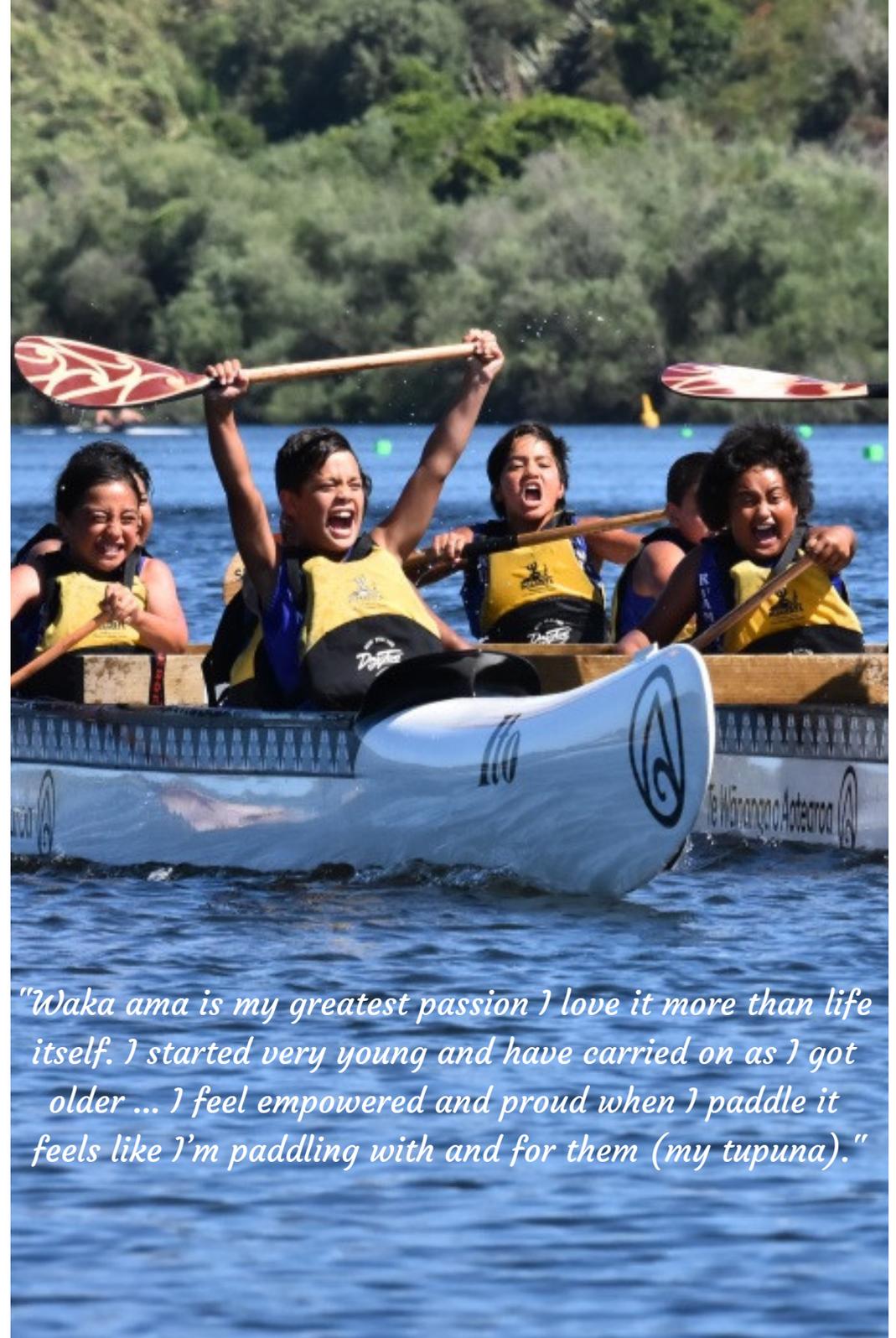
Waka Ama is from the Pacific. It is our past, present and future. It is a way of life.

### **Get more people in the waka**

It is our mission to ensure Waka Ama is accessible to all - to raise its profile - to remove barriers - so that more people experience Waka Ama for life.

### **Strengthen Waka Ama**

It is our mission to strengthen our infrastructure for Waka Ama to thrive in Aotearoa.



*"Waka ama is my greatest passion I love it more than life itself. I started very young and have carried on as I got older ... I feel empowered and proud when I paddle it feels like I'm paddling with and for them (my tupuna)."*

# KO NGĀ UARA

## What we live by

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Waka Ama is steeped in the rich history and traditions of waka. Waka Ama is more than a sport. This is reflected in our values and tikanga that underpin all that we do.

### *Manaakitanga*

We believe in reciprocity and inclusivity through sharing of ourselves and our resources, nurturing all people and accepting our differences.

### *Whanaungatanga*

Is our sense of belonging, identity and collective strength, not only through kinship but being related to all within the Waka Ama community.

### *Hauora*

We support and promote the physical, mental, emotional, and spiritual well-being of all our participants.

### *Tū Tangata*

We are accountable for our actions. We have respect for each other, our waka, and our environment - te taiao. We stand proud in our integrity and passion.





# IHU KI TE KEI, KI TE HOE!

## Our Strategic Priorities

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### *Hikina te hoe!*

#### *Celebrate Waka Ama*

We will:

- raise the profile of Waka Ama;
- tell our stories - past, present and future;
- elevate its status as a sport of national pride and identity;
- recognise milestones, achievements and contributions.

### *Kawea te hoe!*

#### *Develop Waka Ama*

We will:

- contribute to the normalisation of Te Reo Māori me ōna Tikanga
- further develop our coaching framework;
- strengthen our infrastructure;
- build the capacity and capability of our regions and clubs;
- continue to build our high performance pathways;
- increase inclusivity and accessibility for all.

### *Me hoe tahi tātou!*

#### *Grow Waka Ama*

We will:

- increase opportunities and quality experiences for tamariki and rangatahi;
- increase participation beyond competition to health and wellbeing;
- explore new markets and develop new products.

*"A privilege to participate in an amazing sport/activity. Be actively involved in great kaupapa"*



# IHU KI TE KEI, KI TE HOE!

## Our Strategic Priorities

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### *He waka kōtuia kāhore e tukutukua ngā mimira* *Connect Waka Ama*

We will:

- strengthen existing relationships;
- identify new partnerships;
- identify new sponsorship opportunities;
- identify new central and local government opportunities;
- empower our clubs and regions to connect into the sport and health network;
- connect with the wider waka whānau.

### *Kia hoe ngātahi tātou hei oranga mō Waka Ama!* *Sustain Waka Ama*

We will:

- secure sustainable income streams;
- focus on retention of participants;
- maintain and strengthen the culture of Waka Ama;
- continue to educate and promote waka ama water safety practices;
- continue to support and contribute to the wellbeing of te taiao.

*"Learning, feeling, being centered,  
calmness, challenge, competition. Ko te  
nuinga, he hononga ki ō tātou mātua  
tūpuna hei whakaterengia  
Te Moana-nui-a-Kiwa"*

# NGĀ MIHI

## Acknowledgements

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Waka Ama NZ would like to express our appreciation to Rangimarie Parata Takurua for your knowledge and guidance during the planning and development of this strategic plan

To Hoturoa Barclay-Kerr, for your willingness to give your time and expertise so generously, your input into the strategic plan is invaluable.

Thank you to the Poari o Ngā Kaihoe o Aotearoa Zalene Douglas, Scott Linklater, Turanga Barclay-Kerr, Moana-Lee Raihania, Tupara Morrison, Ngaire Pehi, Laurie Durand and the Waka Ama NZ Office Lara Collins, Debbie Sellar and Amiria Mita - for the hours of time, effort, and hard work that you have given to this strategic plan. This plan is a result of the leadership that this board continues to give to Waka Ama in Aotearoa.

To our Regions, Clubs, Paddlers, Officials, and wider Waka Ama Whānau, this plan has been shaped by you, for you and for future generations of our Waka Ama Whānau.

Ngā mihi nui ki a koutou katoa.



# HAKA - MATAHI TE HOE

## Waka Ama NZ Haka

**Aotearoa, Purutia ngā hoe Nukenuke hoe - HI!!**

**Ngā waka kia rite** - hi, haa, hi

**Tēnā i tōkihi**

Tōkihi, Hii x 2

**Tōkihi ngā waka, Hii Toia ngā waka, Hii Mā wai e tō?**

Māku e tō, Mā tātou e tō

**Haramai tō waka i whea?**

Maea te tupua, Maea te tawhito,  
He wai nā Rehua, he wai nā Tawhaki, He wai/ nā Kiwa e

**Tuku atu tō waka**

**ki tai winiwini, ki tai wanawana**

ka rehurehuria

/ia au piki, /ia au heke

/kia tangatanga-nui kia tangatanga-roa

**he tia, he tia**

he ranga, he ranga

**he tia, he tia**

he ranga, he ranga

he ranga taku hoe ki taatū o te rangi

kia Matahi te hoe, kia Horo tahi te hoe, kia Piri, kia tata,  
ki te Mita o taku hoe – ki taatū o te rangi

**Ko Aotearoa e ngunguru nei, I au, au, aue hā, Hi!!**

**Nā Mark Waitai i tito**

### Waka Ama NZ Haka

The composition of this haka tells the story of the regeneration of Waka Ama in Aotearoa by the stalwarts of our sport and their clubs. While showing our past it also gives direction for our future, our aspirations to go beyond the horizon, and be the best we can be at something that is a part of our whakapapa.

The first part of the haka brings reference to past times of waka here in Aotearoa, using commands for preparation and readiness, with the addition of the Toki Hi paddle stroke used by Waka Taua to help with timing.

Moving through the haka it asks where our canoe has come from and pays homage to those who brought Waka ama back to Aotearoa, Matahi Brightwell, Pili Muaulu, and Kris Kjeldsen. It mentions their respective clubs, who have paved the path for the future generations of clubs and paddlers, looking back to the past to help prepare for the future,

‘Kia Matahi te hoe, kia Horo tahi te hoe, kia piri, kia tata ki te Mita o taku hoe - ki taatū o te rangi’

To move forward our paddles need to move as one, our quickened pace needs to be done as one, keep the rhythm of your paddles together and close so that we can accomplish anything.

# NGĀ WHAKAMĀRAMA

## Glossary

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| Te Reo Māori                       | Te Reo Pākehā (English)   |
|------------------------------------|---|
| <b>Ama</b>                         | Outrigger   |
| <b>Aotearoa</b>                    | New Zealand   |
| <b>Atua</b>                        | God, supernatural being that reveals the spirit world   |
| <b>Hauora</b>                      | To be fit, well, healthy, vigorous, in good spirits   |
| <b>Haka</b>                        | Dance, commonly a war dance   |
| <b>Karakia Arataki</b>             | Leading Incantation, prayer, chant  |
| <b>Kaupapa</b>                     | Topic, policy, matter of discussion, plan, purpose, scheme, proposal, agenda, programme, theme, issue, initiative |
| <b>Koroua</b>                      | Elderly man, old man, elder, grandfather, granduncle  |
| <b>Kuia</b>                        | Elderly woman/women, grandmother  |
| <b>Kupu</b>                        | Foreword  |
| <b>Whakataki</b>                   |   |
| <b>Mahi</b>                        | To work, do, perform, make, accomplish, practice, raise (money)   |
| <b>Manaakitanga</b>                | The provision of sustenance, care, and support, particularly in the hospitality shown to manuhiri                 |
| <b>Mātua</b>                       | Parents   |
| <b>Ngā Kaihoe o Aotearoa</b>       | Waka Ama New Zealand  |
| <b>Ngā Uara</b>                    | Values  |
| <b>Poari</b>                       | Board   |
| <b>Rangatahi</b>                   | Younger generation, youth   |
| <b>Taiao</b>                       | Earth, natural world, environment   |
| <b>Tāmaki Makaurau</b>             | Auckland  |
| <b>Tamariki</b>                    | Children  |
| <b>Te Hiku o te Ika ki Rakiura</b> | From the Far North to Stewart Island. Te Hiku-o-te-Ika: the tail of the fish, Far North                           |

| Te Reo Māori   | Te Reo Pākehā (English)   |
|--|---|
| <b>Te Reo Māori me ōna Tikanga</b>                     | The Māori language and its cultural practices   |
| <b>Tikanga</b>   | The set of beliefs associated with the practices and procedures to be followed in conducting the affairs of our sport |
| <b>Tū Tangata</b>                                      | Upstanding, standing tall (person)  |
| <b>Tupuna/Tūpuna</b>                                   | Ancestor/Ancestors  |
| <b>Waka</b>  | Canoe   |
| <b>Waka Ama</b>  | Outrigger Canoe   |
| <b>Waka Hourua</b>                                     | Voyaging Canoe  |
| <b>Waka Taua</b>                                       | War Canoe   |
| <b>Whakapapa</b>                                       | Genealogy, lineage, descent, layers of kin relationships  |
| <b>Whānau</b>  | Family; extended family group   |
| <b>Whanaungatanga</b>                                  | Relationship, kinship, sense of family connection   |
| <b>Ki te Tahatū o te Rangi</b>                         | Towards the horizon   |
| <b>He waka kōtuitia kāhore e tukutukua ngā mimira</b>  | A canoe that is interlaced will not become separated at the bow. In unity there is strength                           |
| <b>Ihu ki te Kei, Kī te Hoe</b>                        | From nose to stern, paddles ready   |
| <b>Kia hoe ngātahi tātou hei oranga mō te Waka Ama</b> | We must paddle as one for the growth of Waka Ama  |
| <b>Kia rite</b>  | Get Ready, Get Set  |
| <b>Hīkina te hoe</b>                                   | Lift the paddle   |
| <b>Me hoe tahi tātou</b>                               | We need to paddle together/as one   |
| <b>Kawea te hoe</b>                                    | Carry the paddle  |
| <b>Te Pae Tata</b>                                     | Where we are now  |
| <b>Te Pae Tāwhiti</b>                                  | Our Future  |
| <b>Te Pūtake</b>                                       | Our origins/history   |
| <b>Te Whāinga</b>                                      | Mission, purpose  |

Note: this glossary is in the context of this strategic plan



**wakaama**  
Outrigger / Va'a / New Zealand

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